

**EMERGENCY PREPAREDNESS PLANNING  
VA CENTRAL OFFICE COMMAND CENTER  
STANDARD OPERATING PROCEDURES (SOP)**

**1. INTRODUCTION.** This Appendix establishes the Standard Operating Procedure (SOP) the Department of Veterans Affairs (VA) will use to activate the VA Central Office Command Center (VACO CC) in response to any emergency condition requiring VA support, short of COOP activation. It prescribes operational procedures, delineates the command and control architecture, and addresses the national and field disaster response mechanisms to ensure that VA's Emergency Planners respond in accordance with the Department's Emergency Preparedness Planning Program.

**2. GENERAL**

a. **The Federal Response Plan (FRP).** The FRP was developed by 26 Federal departments and agencies and the American National Red Cross (ARC) working closely with and coordinated by the Federal Emergency Management Agency (FEMA). The FRP was signed by the heads of these departments and agencies and released in April 1992, revised and endorsed again in April 1999.

(1) The FRP implements the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The FRP assumes that catastrophic disasters such as earthquakes, hurricanes, major sabotage/terrorism attacks on major energy systems, and nuclear/conventional war will overwhelm the capabilities of state and local governments to respond to the disaster. The Federal Government will assist the affected state and local governments in order to save lives and protect health and property.

(2) The FRP divides the potential Federal response into 12 categories called Emergency Support Functions (ESFs) and assigns responsibilities to Federal agencies, as appropriate, for the execution of each ESF. A single Federal agency or the ARC is designated the lead, or "primary" agency, for each ESF with other Federal agencies designated as "support" agencies.

(3) VA has a support role in four of the 12 ESFs. They include ESF #3, Public Works and Engineering; ESF #6, Mass Care; ESF #7, Resource Support; and ESF #8, Health and Medical Services.

(4) When directed, VA will supplement state and local efforts to save lives, protect property and public health, and maintain public safety. VA will provide support to the primary agencies in support of the Federal efforts in response, recovery, and mitigation efforts. When an ESF is activated, VA, as a support agency, has operational responsibility for:

(a) Supporting the ESF primary agency when requested by conducting operations using its authorities, expertise, capabilities, or resources;

- (b) Supporting the primary agency mission assignments;
- (c) Providing status and resource information to the primary agency;
- (d) Following established financial and property accountability procedures; and
- (e) Supporting planning for short and long-term disaster operations.

**b. Primary Agency.** At the national level, primary agencies are responsible for planning and coordinating the delivery of all ESF-related assistance, including all necessary coordination with their supporting agencies. The primary agencies will prepare and maintain the necessary annexes/appendices to the FRP. As specified in the FRP, each primary agency will:

- (1) Designate an official to serve as a Catastrophic Disaster Response Group (CDRG) representative.
- (2) Designate staff to serve as a point-of-contact on the Emergency Support Team (EST) for ESF activities and provide support for other activities as required.
- (3) Provide direction and assistance to national and regional elements tasked to assist with planning and response operations.
- (4) Participate in the processes of developing and exercising the FRP.
- (5) Coordinate the development of supplemental material to the FRP, including national and regional plan annexes, appendices and other supplements describing specific policies and procedures for response operations.

**c. Support Agencies.** Support agencies will assist the primary agencies in preparing and maintaining ESF annexes to the FRP and appendices, developing national and regional operating procedures, and providing support for ESF operations. The Director, FEMA, may activate all or part of the response support structure and the procedures delineated in the FRP. As specified in the FRP, each support agency will:

- (1) The Office of Emergency Preparedness and Administration will serve as the primary point of contact for all actions relating to the FRP.
- (2) Participate in the process of exercising, reviewing, maintaining, and implementing the FRP.
- (3) Designate representatives to serve on the CDRG and to staff ESF field operations at the Disaster Field Office (DFO) and at other operational locations.

**3. SCOPE.** VA Directive 0320 and VA Handbook 0320 prescribe the Department's response activities for all hazards including activation of the Federal Response Plan.

They establish the Department's policy and assign responsibilities to ensure sufficient and timely support to the field as well as state and local governments in the disaster area. They confirm VA's support agency role in ensuring successful execution of ESFs #3, #6, #7, and #8, if they are activated in response to the disaster/emergency condition. In doing so, they guide the use of VA resources in working with other agencies, and state and local governments in managing response, recovery, and mitigation in the disaster area. This appendix assists the VACO CC's Emergency Planners in the performance of their mission.

#### **4. INTERGOVERNMENTAL RESPONSIBILITIES IN EMERGENCY PREPAREDNESS**

a. **General.** Preparedness for emergencies is required at all levels – local, state, regional, national – as a basis for immediate response when an emergency threatens or occurs. Local preparedness to respond to emergencies, across the spectrum from natural disasters to nuclear attack requires a variety of plans and operational capabilities. Emergency plans need to provide the basis for effective operations by specifying who is in charge and what their responsibilities are under specified emergency conditions. Law enforcement officials, fire personnel, news media, and other emergency services must be marshaled and coordinated within the community.

b. **Federal Emergency Management Agency (FEMA).** FEMA is responsible for the coordination of Federal activities with regard to civil emergency preparedness. FEMA's authorities are cited in Executive Orders 12127, Federal Emergency Management Agency, March 31, 1979; 12148, Federal Emergency Management, July 20, 1979; and 12673, Delegation of Disaster Relief and Emergency Assistance Functions, March 23, 1989. FEMA is responsible for many different disaster-related activities, embracing the full spectrum of mitigation, preparedness, response, and recovery. These include emergency national planning and preparedness functions that complement the military readiness planning responsibilities of the Department of Defense. FEMA is also involved with national security, civil defense, continuity of government and the development of plans and systems to manage resources and stabilize the economy in times of emergency, including policy guidance for stockpiling strategic materials. Additional responsibilities, relating principally to peacetime emergencies, include:

- (1) Coordinating Federal efforts to reduce human suffering and hardship in Presidential declared emergencies and major disasters;
- (2) Mobilizing Federal, state, and local resources to prevent and reduce the tragic losses caused by fires; and
- (3) Ensuring that insurance is available, at affordable prices, in the following vital areas: flood insurance, crime insurance, urban property insurance and riot reinsurance.

#### **c. FEMA and State and Local Responsibilities**

(1) FEMA provides preparedness planning assistance to state and local governments in developing a capability to respond to all types of emergencies and disasters. FEMA's fundamental approach in this area is to place primary reliance for operations on the existing assets of local government, plus other non-governmental assets that are available at the local level. In an attack emergency, outside help may be unavailable for a long period of time. In lesser emergencies, outside state or Federal help would be available, but the responsibility, and the means, for immediate action remain with the community itself.

(2) FEMA's programs aim at improving the ability of local governments to save lives and protect property when the community is threatened by or experiences any kind of emergency or disaster. This requires effective, coordinated use of all resources available to the community, to include the executive skills of top officials; police, fire, and other forces; ambulances, hospitals, and medical professionals; the news media, which can provide emergency information and instructions to its citizens; shelters in case of attack; and any voluntary agencies.

(3) In the event that state and local assets are overwhelmed, the governor can request supplemental Federal assistance as outlined in the FRP.

#### **d. FEMA Alerting System**

(1) FEMA will alert Departments and agencies through designated Department and agency points of contact. VA's point of contact and alternate are designated by VA senior management. A list of Department and agency points of contact is maintained and updated by FEMA.

(2) Classified emergency messages are dispatched via secure facsimile to the Office of the Deputy Assistant Secretary for Security and Law Enforcement. Procedures are in place to communicate messages on a 24-hour basis. The National Emergency Alerting Network (Cascade) System for the Secretary and the cadre will be initiated through this office.

**5. VA RESPONSIBILITIES.** The following internal VA responsibilities and authorities are supplemental to those listed in VA Directive 0320 and VA Handbook 0320, although some are repeated for emphasis and are specific to the operation of the VACO CC.

a. **Assistant Secretary for Human Resources and Administration.** The Assistant Secretary for Human Resources and Administration is the senior official responsible for the overall management and oversight of VA's Emergency Preparedness Planning program.

b. **Deputy Assistant Secretary for Security and Law Enforcement.** The Deputy Assistant Secretary for Security and Law Enforcement is delegated the authority to act

on behalf of the Assistant Secretary as the senior program policy official. General responsibilities are to:

- (1) Develop, maintain, implement, and operate the VA Emergency Preparedness Plan for disaster mitigation and response. This includes the management and administration of the VACO CC.
- (2) Ensure that necessary resources and required capabilities are budgeted, funded, acquired, and maintained to activate and operate the VACO CC.
- (3) Oversee the appropriate staffing of the VACO CC.
- (4) Exercise the activation of the VACO CC at least annually.

**c. Director Emergency Preparedness and Administration**

- (1) Develops, in conjunction with the Office of the Secretary of Veterans Affairs, the required notification procedures for activating the VA Emergency Preparedness Plan.
- (2) Ensures that procedures are in place to notify the Administration Heads, Assistant Secretaries, Other Key Officials, and Deputy Assistant Secretaries of the VA Emergency Preparedness Plan, the FRP, and/or VACO CC activation, including the dissemination to appropriate field organizations.
- (3) Specifies the appropriate requirements for communications and information processing systems that link the VACO CC and the VHA Emergency Management Strategic Health Group (EMSHG) Emergency Operations (EO) and appropriate field organizations.
- (4) Activates the VACO CC and coordinates staffing and support requirements with the Disaster Control Coordinator and the Chief Consultant, EMSHG or VHA Emergency Planner as appropriate.
- (5) Administration Heads, Assistant Secretaries, and Other Key Officials shall designate Emergency Planners and alternates who can effectively represent them.

**d. Emergency Planners**

- (1) Plan and develop emergency procedures. They ensure that plans and resources are maintained in a constant state of readiness to include the selection, shipment and maintenance of emergency operating records at relocation sites. They provide counsel to the Administration Heads, Assistant Secretaries, Other Key Officials, Deputy Assistant Secretaries, and field organizations regarding emergency procedures, authorities, and recommended actions. This responsibility requires that they have direct access to their respective office heads.

(2) Report to the VACO CC upon activation. Initial staffing of the VACO CC will be selected from the Emergency Planners based on the nature and initial requirements of the disaster response.

(3) Develop plans or communicate emergency messages pertaining to national security emergency preparedness. Emergency Planners are to interact directly with the Deputy Assistant Secretary for Security and Law Enforcement. They will inform that Office of any emergencies originating at the field level and provide appropriate status reports to ensure intra-agency and interagency coordination.

(4) Develop plans or communicate emergency messages pertaining to the VA Emergency Preparedness Plan such as natural and technological hazards and/or radiological emergencies. Emergency Planners are to interact directly with VHA's Emergency Planner.

(5) Ensure that personnel appointed to staff the VACO CC are appropriate to perform the assigned tasks.

## **6. VACO CC CONCEPT OF OPERATIONS**

a. **Purpose.** These procedures establish the guidelines for a uniform VA response to national emergencies requiring VA to carry out its ESFs #3, #6, #7, and/or #8 responsibilities under the FRP; to ensure that VA adequately supports other Federal agency actions under the FRP; and to respond to emergencies affecting VA's facilities, whether or not the FRP is activated. Overall, the procedures ensure that VA emergency actions are consistent with the responsibilities assigned in the FRP.

### **b. Planning Assumptions**

(1) A major disaster or emergency will cause numerous fatalities and injuries, property loss, and disruption of normal life support systems, and will have an impact on the regional economic, physical, and social infrastructures.

(2) The extent of casualties and damage will reflect factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possible triggering of secondary events such as fires and floods.

(3) The large number of casualties, heavy damage to buildings and basic infrastructure, and disruption of essential public services will overwhelm the capabilities of the state and its local governments to meet the needs of the situation, and the President will declare a major disaster or emergency.

(4) Federal departments and agencies will need to respond on short notice to provide timely and effective assistance.

(5) The Federal Government will execute the FRP under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

(6) Based on the severity of the event, the Governor(s) will request Presidential declaration of an emergency for the state(s), and the President will so declare.

(7) The degree of Federal involvement will be related to the severity and magnitude of the event as well as the state and local need for external support. The most devastating disasters may require the full range of Federal response and recovery assistance. Less damaging disasters may require only partial Federal response and recovery assistance. Some disasters may require only Federal recovery assistance.

c. **Response Concept.** The VA concept for response upon the FRP activation has two primary components. The first component is a command and control architecture aligned regionally rather than functionally, as is the VA norm. The second component is an emergency response team organization to handle the crisis both nationally and regionally. For clarity, these two components are discussed separately.

(1) This SOP designates a regionally oriented command and control architecture to streamline response to any disaster that results in the FRP activation. The 10 FEMA regions are the basis for the regional alignment. Adopting this structure will simplify coordination by maintaining a consistent Federal approach to the designation of regional boundaries.

(2) There will be an operations center at each field office involved in response or recovery efforts to ensure necessary coordination with the VACO CC, EMSHG EO, the FEMA Regional Operations Center (ROC), the state EOCs, and the DFOs. The EMSHG EO SOP will be published separately.

(3) Field facilities will carry out all necessary planning for its assigned region consistent with guidance from the Deputy Assistant Secretary for Security and Law Enforcement; and direction from the VHA Emergency Planner. The any designated primary VA facility will coordinate with the FEMA ROC, state EOCs, critical VA field facilities, and others as necessary, during regional plan development and coordination to facilitate operations in the crisis environment.

(a) If activated for a disaster, the VACO CC oversees EMSHG's coordination of all VA responsibilities relative to ESFs #3, #6, #7, and #8. A designated primary VA field facility will have direct tasking authority over all VA field facilities within their region/area of responsibility. To request assets from outside the region/area of responsibility, VA primary field elements will coordinate with EMSHG EO, which will coordinate the tasking of those assets through the VACO CC.

(b) Primary VA field facilities not activated for a disaster will monitor the situation; establish 24-hour capability at their crisis operations center; and stand by to provide



assistance to affected regions, as necessary.

(4) All other VA field facilities not involved in the command and control structure specified above will be prepared to respond to requests to aid the disaster mitigation.

(5) Field facilities will coordinate with EMTSG EO, which will coordinate the tasking of those assets. Primary VA Disaster Response Teams (DRT) not activated for a disaster will monitor the situation; establish 24-hour capability at their crisis operations center; and stand by to provide assistance to affected regions.

**7. VA/FEDERAL RESPONSE STRUCTURE INTERFACES.** The FRP provides for both national and regional organizations, depicted in Figure 1 below, along with VA interaction, to ensure common understanding by all the Department's organizations. Subsequent paragraphs will discuss both the national and the regional response structure.

a. **National Response Structure.** The national response structure includes the CDRG and the EST.

**(1) Catastrophic Disaster Response Group (CDRG)**

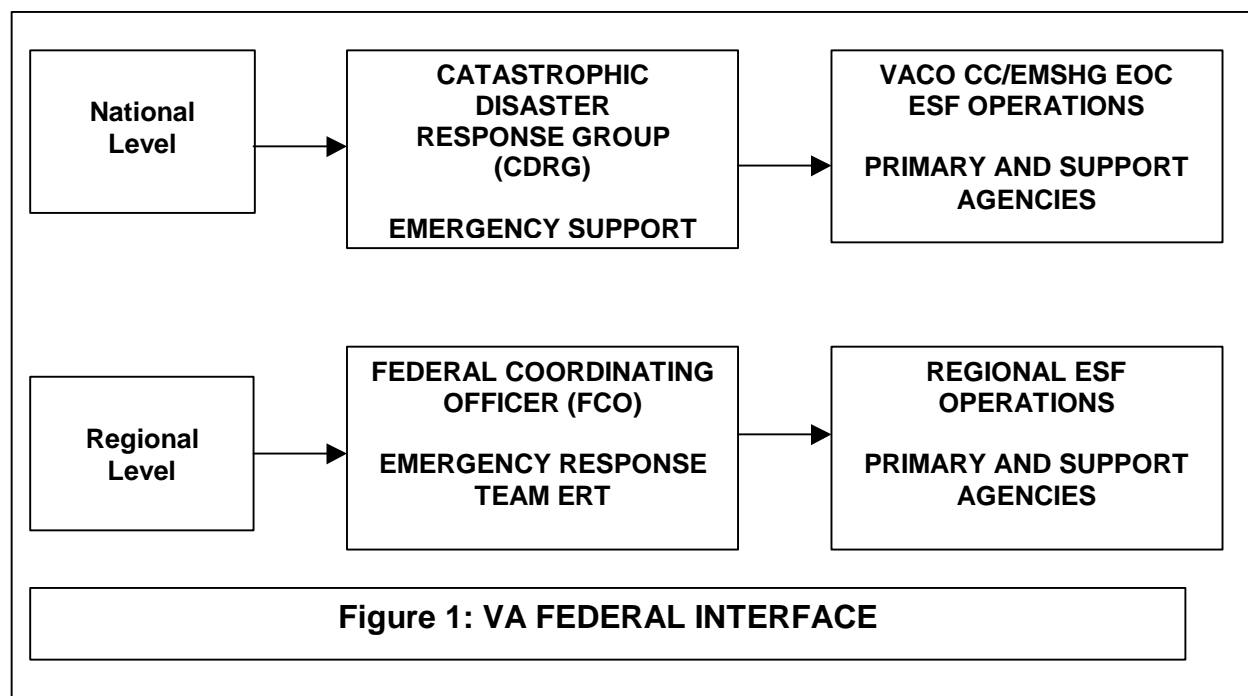
(a) The CDRG, composed of representatives from all FRP signatory departments and agencies, operates at the national level to provide guidance and policy direction on response coordination and operational issues arising from the Federal Coordinating Officer (FCO) and ESF response activities. CDRG members are authorized to speak for their agencies at the national policy level. During a disaster, the CDRG convenes as necessary, normally at FEMA Headquarters; and the EST provides any needed support.

(b) The VA CDRG primary representative is the Deputy Assistant Secretary for Security and Law Enforcement. The Director, Emergency Preparedness and Administration, in VACO and the VHA Emergency Planner, serve as the alternates.

**(2) Emergency Support Team (EST)**

(a) The EST is the interagency group that provides general coordination support to the ROC staff, Emergency Response Team-Advanced (ERT-A), and Emergency Response Team (ERT) response activities in the field. Operating from the FEMA Emergency Information and Coordination Center (EICC) in Washington, DC, the EST is responsible for coordinating and tracking the deployment of Initial Response Resources, DFO kits, Disaster Information Systems Clearinghouse (DISC) packages, and other responder support items to the field. The EST serves as the central source of information at the headquarters level regarding the status of ongoing and planned Federal disaster operations. The EST attempts to resolve policy issues and resource support conflicts forwarded from the ERT. Conflicts that cannot be resolved by the EST are referred to the CDRG. The EST also provides overall resource coordination for concurrent multi-state disaster response activities. ESF primary agencies send staff to

the EST or opt to coordinate response support activities from their own agency CCs and/or EOCs.



(b) The VA representatives to the EST will come from VHA EMSHG. They will coordinate the Department's disaster mitigation response. The VA EST representatives will keep the Director, Emergency Preparedness and Administration, and the Director, EMSHG EO apprised of ongoing coordination and activities at the EST.

#### **b. Regional Response Structure**

(1) The regional structure centers around the DFOs established near the disaster site(s) soon after the disaster occurs. The FCO, supported by an interagency ERT, will locate at the DFO. Initial disaster response coordination for the affected region(s) will come from the FEMA ROC. The resident FEMA staff will coordinate required actions and may require the presence of an Emergency Response Team Advance Element (ERT-A).

(2) Requirements for ERT-A representatives may include the following locations simultaneously:

(a) The FEMA ROC: to coordinate initial response.

(b) State(s) EOCs: to work directly with the state(s) to begin assessing damage and identifying requirements for assistance.

(c) Disaster site(s): to begin on-scene assessments, to identify a location for the DFO, and begin set-up operations.

(3) The Director, EMSHG EO, shall ensure that designated Area Emergency Managers address potential ERT-A requirements in regional plans.

**8. ACTIVATION PROCEDURES.** This paragraph details the procedures that VA will follow in accordance with the FRP. The activation procedures include the actions of the Deputy Assistant Secretary for Security and Law Enforcement (VACO CC), who will receive the national notification, and the VHA EMSHG headquarters at Martinsburg, West Virginia. Both national and regional procedures will be discussed.

**a. National**

(1) The FEMA Director will direct the full or partial FRP activation and advise Federal departments/agencies of known requirements, designate the affected area(s), name the FCO(s), state the FEMA regions activated in response, and specify times of any national response group initial meetings such as CDRG or EST. FEMA dispatches unclassified emergency messages to VA via its telephone or facsimile. VA has identified three transmission stations to receive and send unclassified emergency messages. The first is located in Central Office and is managed during normal duty hours by the Deputy Assistant Secretary for Security and Law Enforcement. The second is located at the VA Medical Center in Martinsburg, West Virginia, and is managed around the clock by the VHA Emergency Planner. The third unit is at VA Medical Center in Washington, D.C., and is accessible around the clock by the Medical Administration Officer.

(2) Any classified emergency messages are dispatched via secure facsimile to the Office of the Deputy Assistant Secretary for Security and Law Enforcement. Procedures are in place to communicate messages on a 24-hour basis. The National Emergency Alerting Network (Cascade) System for the Secretary and the cadre will be initiated through this office.

(3) The Deputy Assistant Secretary for Security and Law Enforcement will advise the Secretary and all VACO organizations about the FRP activation, and activate the VACO CC and the EMSHG EO at Martinsburg, as appropriate.

(4) VACO CC, assisted by EMSHG EO, will activate the appropriate VA response elements. EMSHG will have the primary responsibility for providing staff for the VA element of the Regional Response as well as the EST at FEMA and the National Disaster Medical System (NDMS) Operations Support Center at Public Health Service Headquarters in Rockville, Maryland. EMSHG may be called upon to provide staff in support of other VA elements to the three remaining ESFs.

(5) VACO CC and EMSHG EO will confirm communications with the VA Regional Response Organizations.

(6) VACO CC will establish 24-hour operations for at least the first 48 hours of the emergency. EMSHG EO will establish 24-hour operations for the duration of the emergency. To the extent feasible, tours of duty will be 8 hours per day (80 hours per pay period). In no case will tours of duty exceed 12-hour shifts.

**b. Regional**

(1) The Director, EMSHG EO, in coordination with VACO CC, will notify appropriate VA organizations, including all field facilities, about the disaster and implementation of the FRP. EMSHG EO, in coordination with VACO CC, will activate appropriate VA response elements and inform them about known requirements.

(2) All primary VA response elements will be prepared to establish 24-hour capability in their EOCs. Activated VA response elements will notify emergency response personnel.

(3) Activated VA response elements will establish contact with the FEMA ROC to coordinate requirements and advise EMSHG EO and VACO CC of coordination results.

**9. VACO CC LAYOUT.** The VACO CC is physically located on Level A of the Central Office building, Room A-1. The CC has a cadre of full-time staff responsible for performing routine daily operations and ensuring the facility is prepared for emergency use. Once the VACO CC is activated in response to an emergency, the Department's Emergency Planners will assemble at the CC and begin performing their Emergency Planner roles from the CC. Once an emergency is declared resulting in the activation of the VACO CC, and regardless of how long the VACO CC stays functional on a 24-hour basis, a daily briefing for all assigned Emergency Planners will take place at 8 a.m. in the CC conference room under the direction of the Director, Emergency Preparedness and Administration.

**10. COMMAND, CONTROL, AND COMMUNICATIONS.** This paragraph delineates the Department's command, control, communications and reporting relationships for the VA Emergency Preparedness Plan execution.

**a. Command and Control.** This SOP establishes a VA regionally oriented command and control structure for disaster mitigation planning and execution. The Regional Organization structure helps streamline dissemination of resources to cope with disaster preparedness and response.

(1) The Secretary of Veterans Affairs will exercise command and control of the structure through the VACO CC and the EMSHG EO. Each designated Primary Regional Organization or the designated alternate, will respond to the EMSHG EO.

(2) Within each region, the Primary Regional Organization is responsible for VA mission accomplishment. If activated, the Primary Regional Organization can directly task regional assets/resources. VACO, through the VACO CC, will control requirements for assets outside the region's boundaries.

b. **Reporting Relationships.** VA field organizations shall observe the following communication protocols to report all response actions to the VACO CC as follows:

(1) From field/area offices to the VA ERT at the DFO.

(2) From the VA ERT at the DFO to the Regional Organization. The Regional Organization will consolidate, as appropriate, and follow the prescribed situation report (SITREP) format, a sample of which is included at the end of this appendix.

(3) From the Regional Organization through EMSHG EO to VACO CC.

(4) VA Central Office will use the same process, in reverse. The VACO CC will provide information and guidance through EMSHG EO to the Regional Organizations. The Regional Organizations will subsequently provide information and direction to their VA ERT members at the DFO or other locations.

c. **Communication Channels.** Communication requirements among VACO CCs to deployed locales such as the DFO will use the Secure Telephone Unit (STU-III) voice (secure/non-secure), facsimile, and data. Regional Organizations will ensure that deploying elements have portable devices. These devices use the public switched network (PSN). Regional planning will include backup (radio frequency) means to ensure communication with deployed elements.

d. **Authorities and Use Procedures.** Upon receipt, these VACO CC procedures are effective for use in planning. Execution is on order of the Secretary, through the VACO CC. Activation of the FRP authorizes the ESF support agency to accept response missions for the ESF concerned.

**11. STAND-DOWN.** When a centralized Federal coordination presence is no longer required in the affected area, the ERT implements the demobilization plan to transfer responsibilities and close out the DFO. Recovery assistance program oversight and monitoring then shifts back to the individual agencies' regional offices or headquarters. At this point, the VACO CC may cease operations and the Deputy Assistant Secretary for Security and Law Enforcement will continue coordination and oversight of the EMSHG EO. As soon as all VA deployed assets return from the field, EMSHG EO may cease operations.

## **12. AFTER-ACTION REPORT**

Following a disaster, the Director, Emergency Preparedness and Administration, and the Director, EMSHG EO, prepare and submit a joint after-action report detailing problems encountered and key issues uncovered at the VACO CC and the EMSHG EO that may have affected VA performance. Data from these issues and targeted reviews are analyzed and used to prepare a lessons-learned report that will be provided to appropriate VA management for consideration of recommended solutions.

## **SITUATION REPORT FORMAT**

### **FROM:**

1. Name of VA element reporting: i.e., Emergency Support Team, or any VA field personnel requested and sent to staff DFO's, ERT-A's, ERT's or any interagency response teams.
2. Situation report number, date and time.
3. Name of person initiating report, telephone and fax number.

### **TO:**

1. Name of VA element report addressee, telephone number, fax number and point of contact if known.

**FROM DAY ONE OF THE EMERGENCY, ALL DEPARTMENT OF VETERANS AFFAIRS SITUATION REPORTS WILL BEGIN WITH A REPORT OF VA FACILITIES**

2. Status of VA facilities in the designated disaster area:
  - a. Facilities Fully Operational
  - b. Facilities Operational with Damage
  - c. Facilities Not Operational
- d. Assessment (include criticality, resources being employed, and resource shortfall).
3. Other VA facilities not in the designated disaster area, affected by the disaster (list, describe status, resources employed/needed etc.).
4. VA Mission assignments in designated area, (list in sequence A, B, C, etc., stating mission, resources applied, and the projected completion).

**SITUATION.** Provide a brief description of the situation. On day one, provide a detailed and complete description. In daily SITREP update the status from last report, unless crucial to the understanding or if reporting NO CHANGE IN STATUS, do not repeat the previous day's report.

**Exhibit 1 SITREP Format**